



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

**EVERY NEIGHBORHOOD HAS AN OFFICER,
EVERY OFFICER HAS A NEIGHBORHOOD**

TABLE OF CONTENTS

Contents

Department Vision, Mission, & Core Values _____	1
About Us _____	2
Reported Crime _____	3
Community Policing & Engagement Efforts _____	6
Recruiting, Hiring, and Staffing _____	7
CALEA and Professional Standards Reports _____	11
Department 2020 Goals _____	13
Department Information and Contact _____	20

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Department Vision, Mission, & Core Values

OUR DEPARTMENT VISION

The Salisbury Police Department has the vision of creating an environment in which citizens and visitors will feel safe in all parts of the city.

Our vision is to improve service to citizens and visitors through community partnerships and implementation of new practices and technology.

OUR MISSION STATEMENT

It is the mission of the Salisbury Police Department to provide quality law enforcement services with honest, fair and ethical treatment of all.

OUR CORE VALUES

We fundamentally value:

- Exceeding expectations
- Solving problems
- Professional development of our employees
- Honor and integrity both on and off-duty

MESSAGE FROM THE CHIEF OF POLICE

It is my pleasure to share the 2020 accomplishments and achievements of the men and women of the Salisbury Police Department with our community. The SPD is on a path of state and national leadership in efforts to transform a police agency to meet our community's needs and be a model for crime and violence reduction. Our mission of quality policing services is not taken lightly and we are and will continue strides to meet the expectations of those we serve. The pandemic made for a difficult 2020 but the SPD is resilient and has moved forward in many areas nonetheless.

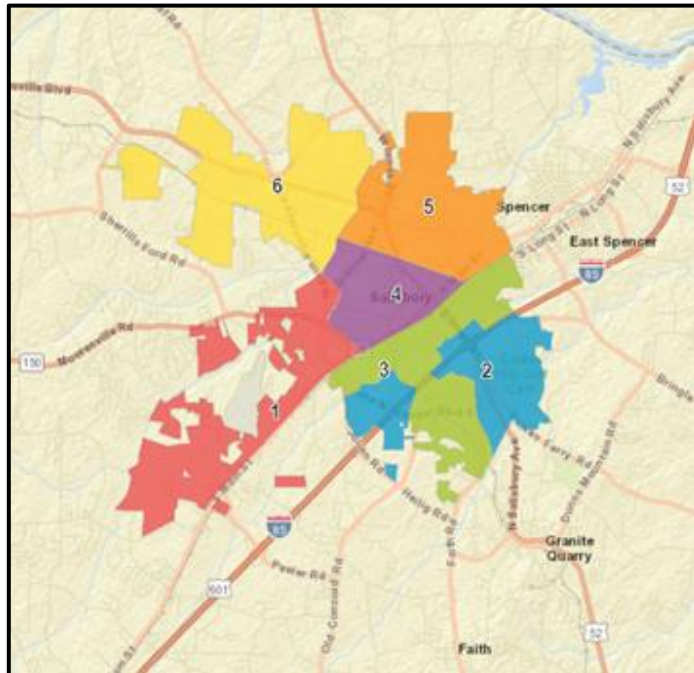
Jerry Stokes
Chief of Police

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

About Us

Every Neighborhood Has an Officer, Every Officer Has a Neighborhood.

The Salisbury Police Department assigns officers to one of six zones or beats based on call workload. A cornerstone of Community Policing, officers are responsible for working in their respective zones, problem solve and collaborate with residents of the neighborhoods to reduce crime and disorder.



SPD is currently authorized 83 full time and 1 part time sworn positions and 9 full time and 1 part time civilian positions. At the end of 2020, the SPD faced challenges with staffing and entered 2021 with 12 sworn vacancies. Two civilian positions (one full time and one part time) are being held open entering into 2021 due to budget constraints.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Reported Crime

Crime Reporting

Comparison of 2020 and 2019 Reported Crime.

VIOLENT CRIMES	2020	2019	% Change
HOMICIDE	7	2	250%
RAPE	7	15	-53%
ROBBERY	46	69	-33%
<i>Commercial Robbery</i>	11	17	-35%
<i>Individual Robbery</i>	35	52	-33%
AGGRAVATED ASSAULT	126	93	35%
ADW-GUN	42	23	83%
<i>Shooting Into Occupied Dwelling</i>	32	23	39%
TOTAL VIOLENT CRIMES	186	179	4%
CAD - SHOTS FIRED	454	326	39%
PROPERTY CRIMES	2020	2019	% Change
BURGLARY	169	212	-20%
<i>Residential Burglary</i>	105	167	-37%
<i>Commercial Burglary</i>	64	45	42%
MV THEFT	102	92	11%
LARCENY	726	817	-11%
LARCENY FROM MV	241	298	-19%
TOTAL PROPERTY	1238	1419	-13%
TOTAL PART 1 CRIMES	1424	1598	-11%

As noted in the chart above, reported crime is down in a number of areas in Salisbury. Effective policing strategies and community participation have accounted for a significant downward trend. In 2017, the City of Salisbury engaged citizens in an initiative called Community Action Teams. Those engagement set certain goals for the SPD and City government as a whole. Progress toward those goals is noted below:

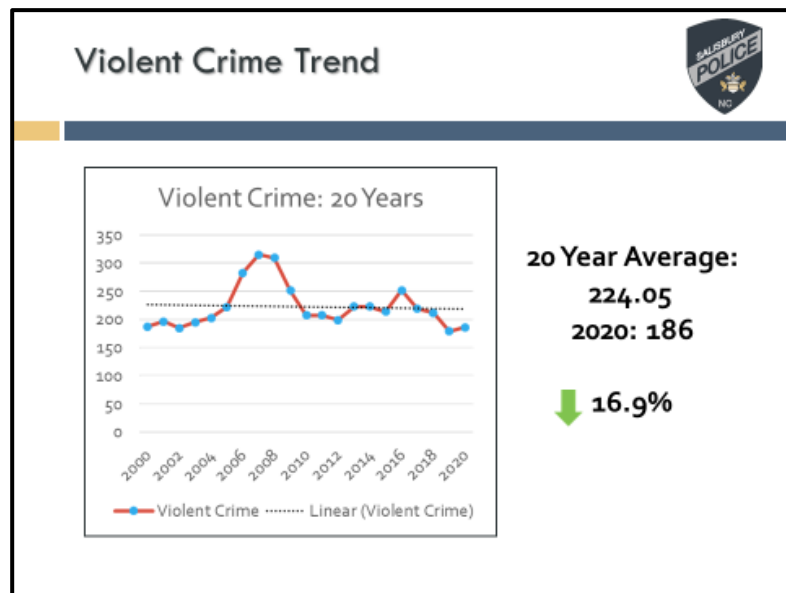
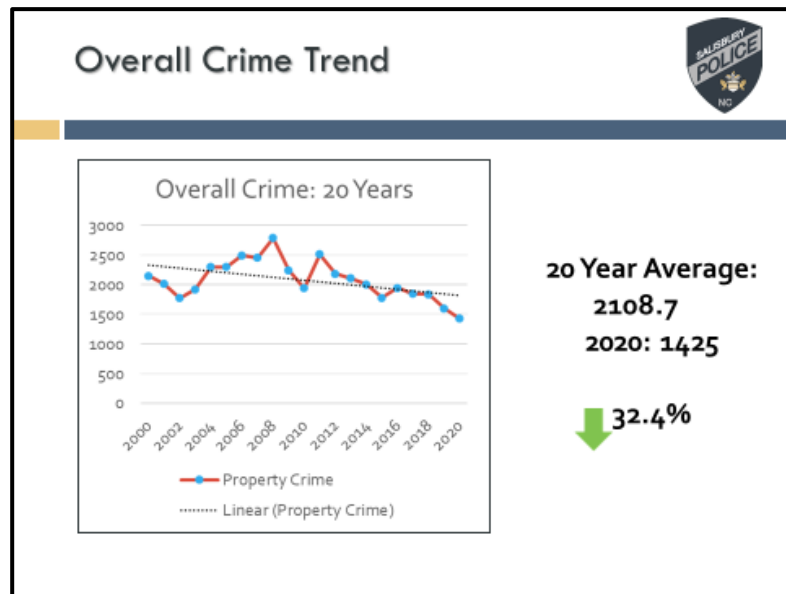
SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Historic Crime Trends

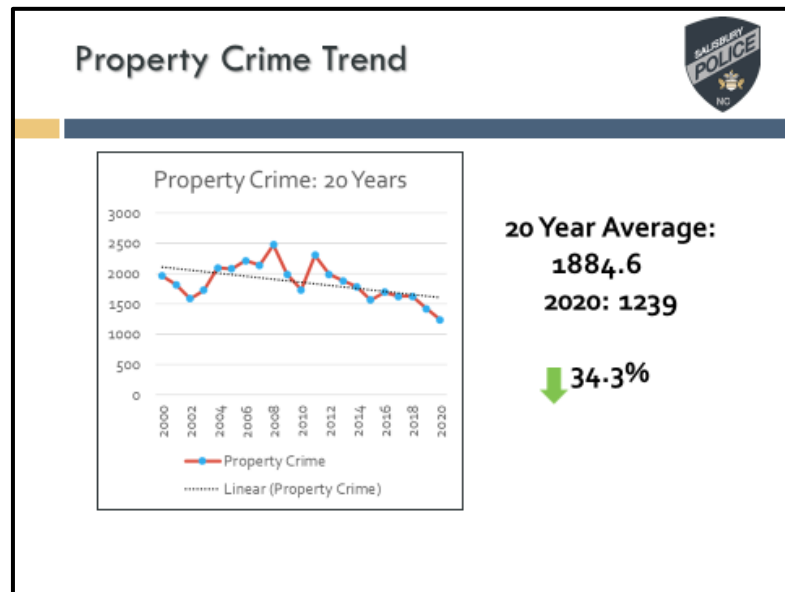
Crime Trends in Salisbury

*Overall Crime are Part 1 Crimes that are all index offenses – Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

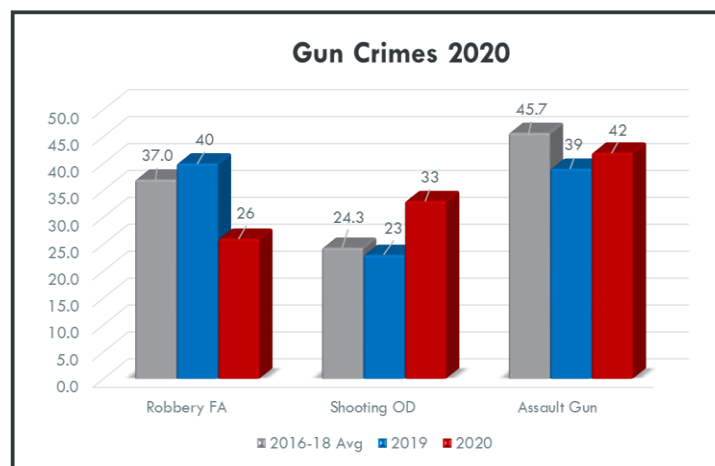
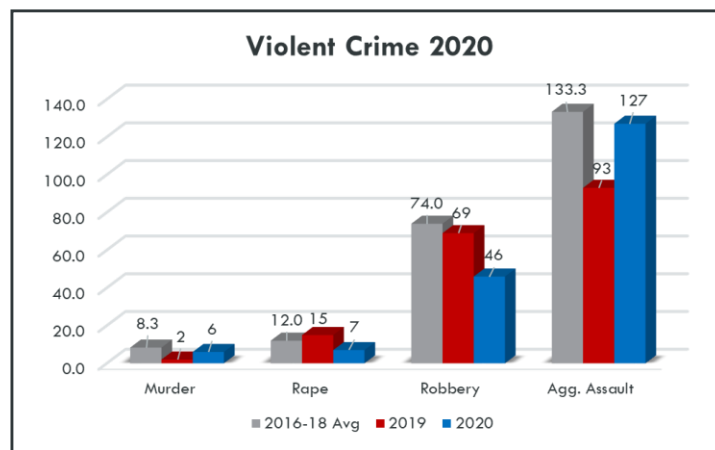
* Violent Crimes are Murder, Rape, Robbery, and Aggravated Assault



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT



As is noted the previous charts, the Salisbury community experienced a twenty year low in both violent crime and Part 1 crime overall in 2019. Unfortunately, the 2020 total violent crime numbers ticked up but remain at a low when comparing historic data. The following charts further illustrate the violent crime information for our community.



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Community Policing & Engagement Efforts

BUILDING HOW WE USE COMMUNITY POLICING

The pandemic severely hampered the Salisbury PD's ability to effectively engage the community in 2020. The Salisbury Neighborhood Action Group (SNAG) met once in 2020 and suspended meetings beginning in March. Much of the community outreach was done within the first quarter of 2020. Two community classroom were held during the year, the first in person and the second via Zoom format, both in conjunction with the City of Salisbury Human Relations Council. The photos shown below are generally from the first few months of 2020, prior to mask mandates. We were blessed to have a number of citizens and businesses recognize that first responders were still working during the pandemic and brought us food, masks, and sanitizers. We were able to further develop the partnership with NAACP and have a number of Cease Fire Walks in neighborhoods.



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Recruiting, Hiring, and Staffing

SWORN STAFFING

The department began 2017 with a significant staffing shortage. In 2018, after achieving full staffing the department was authorized four sworn over hire positions. The department entered 2019 with 5 vacancies, the four over hires and one budgeted position. At the end of 2019, the department had all sworn budgeted positions filled and two over hire positions filled. Moving forward into the 2020-2021 budget year, the department will reduce the number of over hire positions due to financial constraints. In 2020, the department ended the year with 12 vacancies.

SWORN RECRUITING AND HIRING

During the course of 2020, the department Recruiting and Hiring Unit processed or are currently processing 85 applications for employment. Efforts in hiring since closer 2016 tracking began are noted below:

Total Sworn Hired: 63

2016 9

2017 18

2018 22

2019 9

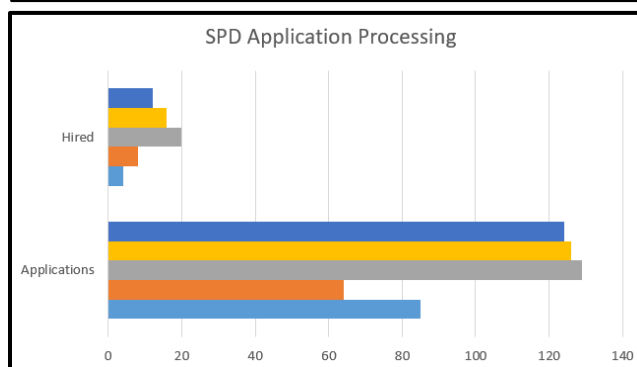
2020 5

Sworn Separations 2016-2020 52

Sworn Retirements 2016-2020 12

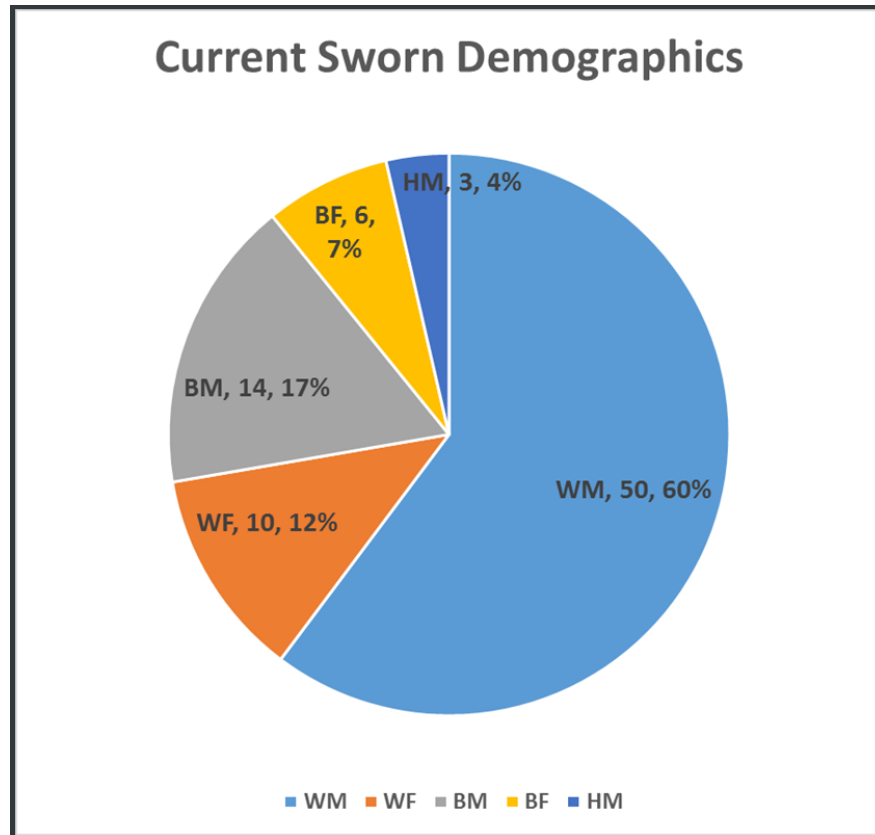
2020 applications and hires for sworn positions by race

2020	Total	BF	BM	WM	WF	HF	HM	IF	IM	AM	AF
Applications	85	11	20	38	6	2	7	0	1	0	0
Hired	4	0	0	3	0	1	0	0	0	0	0
Percentage	4.7%	0.0%	0.0%	7.9%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%



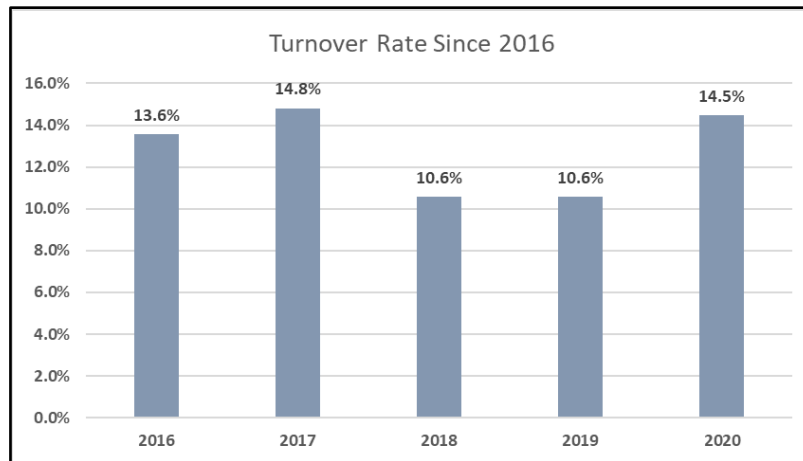
	Applications	Hired	Percentage
2016	124	12	9.7%
2017	126	16	12.7%
2018	129	20	15.5%
2019	64	8	12.5%
2020	85	4	4.7%

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT



Recruiting has become particularly difficult across the state and nation for police officer positions. Based on information from NC Justice Standards, in 2019 there were over 1800 vacant police position in North Carolina. In 2020, Justice Standards processed 2500 plus separations from the profession across the state and certified around 2300 new police officers. The gap in available candidates is widening. In 2019, applications were not being processed like the prior two years because the agency was near fully staffed. During the pandemic beginning in 2020 recruitment suffered, turnover jumped with 12 separations, and the ability to process applications was severely limited. In-person screening was limited, particularly the polygraph, and our ability to conduct backgrounds was limited because so many businesses were closed and unavailable for contact. Additionally, police reform and negative focus lead to the lowest number of applications since 2016. While the percentage was in line with the prior year's hiring efforts, the percentage was of one of the lowest number of applications seen. As a result we were only able to hire 8 candidates. This placed our staffing numbers in a deficit of 4 officers entering 2020. As 2020 progressed, the pandemic difficulty in recruitment continued. The vacancy numbers climbed from 4 to 16. Having hired 4 during 2020, the department enters 2021 with 12 vacancies.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT



Turnover percentage is calculated by dividing the number of separations by available positions, in 2020 there were 83 available positions and 12 separations, equaling 14.5% turnover. The national database, Law Enforcement Management and Administrative Statistics Survey, calculates the last reported national turnover average as 10.8% for law enforcement in a study published in 2013 in Criminal Justice Policy Review Journal. Nationally, police turnover is likely much higher in 2019-2020 since the George Floyd murder and resulting police reform and disillusionment in the profession. No studies have been published to date that indicate what the number may be at this point. LEMAS sent law enforcement agencies questionnaires for the upcoming publication in early 2021.

Turnover costs police departments, those costs come from expense of recruiting and hiring process, lost productivity while the position is open, lost productivity while a replacement employee is trained, and lack of productivity due to lesser experience in the workforce as a whole. A conservative anecdotal estimate of turnover costs for Salisbury Police Officers is \$80,000 per position. Twelve separations cost the SPD and City of Salisbury an estimated \$960,000.

NON-SWORN STAFF

In 2020, non-sworn employees were increased by one position. In October 2020, the department received grant funding for another full time Victim Advocate. The position works closely with victims in our homeless population.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

SELECTED SWEARING IN AND RETIREMENT PHOTOS, 2020



CALEA and Professional Standards Reports

CALEA

The Salisbury Police Department is an internationally accredited police department through the Commission on Accreditation of Law Enforcement Agencies (CALEA). The SPD received its most recent re-accreditation status in the spring of 2017, for the thirteenth consecutive period. The department is required to meet or exceed 181 standards through policy and practice. Currently on a three year review cycle, the department was assessed in a remote manner on a selection of 50 standards for compliance in 2019 Compliance was verified for all standards with no suggestions for improvement. A summary assessment for compliance will be completed in early 2020 for the department to receive reaccreditation in late 2020.



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

PROFESSIONAL STANDARDS

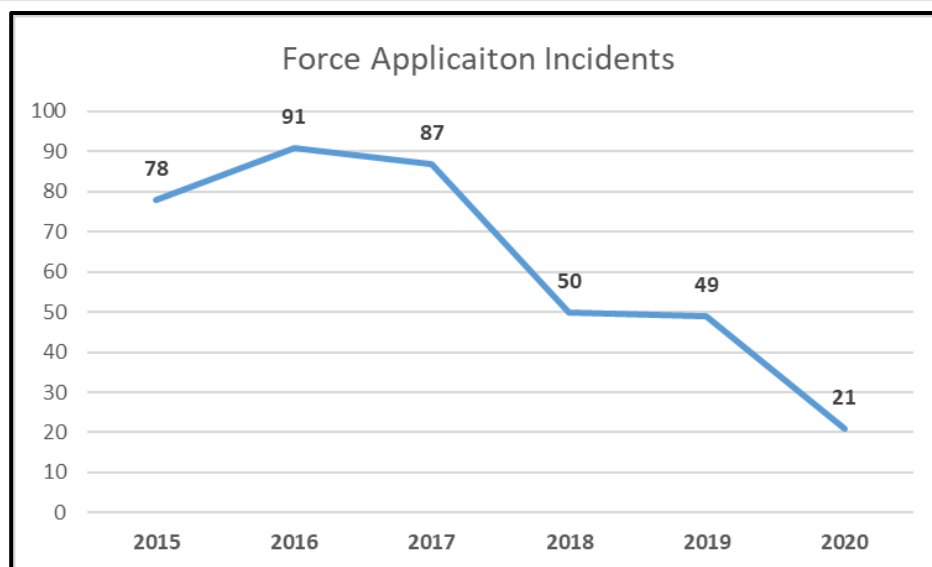
FORCE APPLICATIONS

With a focus on training and policy accountability, SPD has been successful bringing down the number of force applications in recent years. The data below notes the number of force application incidents in 2020 and the chart notes the trend of reduced force applications since 2015. One reason for the significant decrease in 2020 force applications is the pandemic necessitated reduced arrests or warrant service that would normally have been completed. With fewer arrests, fewer opportunities for force to be applied occurred.

21 Documented Applications of Force

Per Arrest/Citation – 1.4% (1.23% in 2018)

	2020	WM	WF	BM	HM	Unknown	Total
Firearm Discharge							0
ECW Discharge				3	1		4
Firearms/ECW Display							0
Baton							0
Chemical Weapons/OC Spray			1			1	2
Strike/Kick							0
Physical Force		4		8	1		13
Spike Strip		1		1			2
Total		5	1	12	2	1	21
Suspect Injury Minor		1		3			4
Percentage		20.0%	0.0%	25.0%	0.0%	0.0%	19.0%
Suspect Injury Significant							0
Percentage		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Arrests		447	315	678	56		1496
Percentage		1.1%	0.3%	1.8%	3.6%		1.4%
Show of Force ECW		1		2			3
Show of Force Firearm				8	1		9



SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

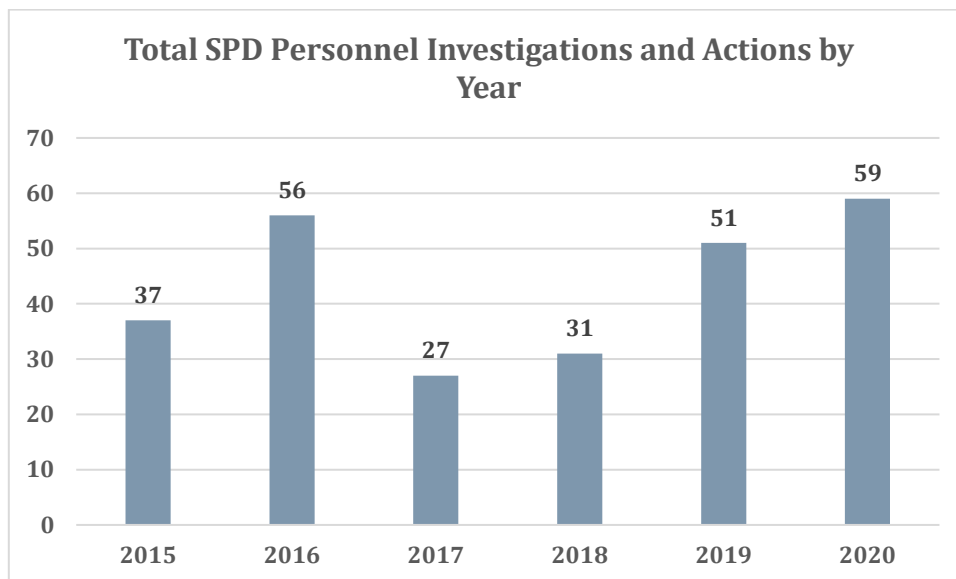
SPD carefully reviews all citizen and internally generated complaints regarding employee performance. Legitimacy within the community can be affected when police agencies properly and credibly address concerns and employee behavior. It is important for supervisory staff to generate complaints internally to indicate that employees are being held accountable. A police agency that lacks internally generated concerns, can indicate a failure to hold employees accountable.

Total Complaints 45

Internal – 21 – 15 found to have cause for discipline, 1 unable to determine, 1 unfounded, 1 resulted in coaching, and 2 are pending

Citizen Generated – 24 – 2 found to have cause for discipline, 2 unable to determine, 18 unfounded, 1 unable to determine, 1 pending

*The most common citizen complaint was “Discourtesy.”



2020 OFFICER RECOGNITIONS

In 2020 the following SPD employees were recognized for their performance with awards:

Veteran Officer of the Year
Young Officer of the Year
Civilian Employee of the Year
Police Star
Life Saving Medal/Award
Life Saving Medal/Award
Life Saving Medal/Award
Life Saving Medal/Award
Life Saving Medal/Award

Lieutenant Patrick J. Smith
Officer Matthew A. Cohn
Dr. Alberta McLaughlin
Officer Troy W. Warren
Officer J. Eric Johansen
Officer Jorge Bautista
Sergeant Daniel R. Lancaster
Officer Adam R. Marks
Officer Hunter M. Shue

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Sergeant Mark Hunter Memorial

Leadership in Community Policing Award

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Team Citation

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Excellence in Criminal Investigations

Detective Frederick D. West

Detective Victoria M. Young

Detective Jay D. Basinger

Officer Shakya Jackson

Lieutenant Lee Walker

Sergeant Daniel Lancaster

Sergeant Neal Brown

Officer Adam Marks

Officer Hunter Shue

Officer Michael Dishman

Officer Robert Hill

Officer Treavor Meadows

Officer Brad Parry

Officer Parker Smith

Officer Shakya Jackson

Officer Alexandria Petty

Sergeant Travis Shulenburg

Lieutenant Corey Brooks

Officer Scotty Robinson

Officer Robert Hill

Officer Antwan McElveen

Officer Jesse Drakeford

Officer Jasmine Suber

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Department 2020 Goals

DEPARTMENT 2019 GOALS SUCCESSES AND CHALLENGES

The SPD published goals for 2019 in January and made great strides toward achieving those goals. Below, are listed each goal, the stated measure, and the outcomes at the end of 2019.

Department Goals:

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholder, SPD will work toward these efforts in CY2020:

Measure:

- ~ The SPD will continue to support and develop the Public Safety Partnership with U.S. Department of Justice during CY2020 by implementing an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
- ~ The SPD will submit an application during CY2020 for inclusion in the Public Safety Partnership as an Operational Site.

2020 Achievements

The PSP engagement ended and Salisbury was dropped from the program in 2020. SPD continued to support the initiative until the engagement ended in early 2020. DOJ did not open new applications for PSP in 2020.

- ~ The Department will move forward creating the grant funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during CY2020.

2020 Achievements

The Rowan Regional Crime Information Center officially went live on May 25, 2020. While the center has only been operational for more than six months, the benefits have been tremendous. The SPD continues to work on upgrades and enhancements to the existing technology and analytical capabilities.

- ~ SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during CY2020. SPD will seek to effectively fund those operational needs by reducing staff positions if necessary not devoted to operational areas such as Patrol, CID, or NCAT.

2020 Achievements

The FY 2020 Budget included reducing the authorized positions by two, from 85 to 83 sworn. The funding for the positions was distributed to various needs in the PD operations budget. In FY 2021, the pandemic required significant cuts, which included leaving open two civilian positions. With the number of vacancies during the year, the PD did not have to reduce any sworn positions during the fiscal year.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

- ~ SPD will work within the countywide proposal to implement a school justice initiative to effectively address school based offenses as a guide for School Resource Officer actions during CY2020.

2020 Achievements

Due to the pandemic and change in leadership at Rowan-Salisbury School System this project was put on hold during 2020. No further effort was made to enter into the initiative and it was not implemented during 2020.

- ~ In relation to the School Justice Partnership and the change in state law related to the age offenders are treated as juvenile verses adult, the SPD will realign a detective position to target and coordinate juvenile offender prosecution or diversion beginning January 1, 2020.

2020 Achievements

Detective Jacob Easler was designated the Juvenile Specialist in 2020. He continues to liaison between Juvenile Justice and PD and work on matters related to juvenile offenders.

2. To work toward reaching Strategic Goal 2; Improve Communication and Coordination, SPD will work toward these efforts in CY2020:

Measure:

- ~ During CY2020, SPD will continue regular “accountability” and team and unit coordination meetings where various workgroups manage efforts and communication exchange.

2020 Achievements

SPD conducted self-named “Report Out Meetings” each month in 2020. These meetings are a means to hold accountability for crime reduction. In addition, CID and SID have held mid-week crime review meetings to look for trends important for the upcoming weekend. Those meetings are not regularly attended by the Operation Bureau, but work is being done to facilitate the information flowing to those units/teams.

- ~ SPD will coordinate regular meetings during CY2020 with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff’s Office, Spencer Police Department, East Spencer Police Department and others.

2020 Achievements

SPD was hampered by pandemic issues in achieving this goal due to the inability to have partners meet in person. Later in 2020, the meeting was set up in Zoom and partners began to attend, to include, Spencer PD and Granite Quarry/Faith PD.

- ~ SPD will work toward implementing regular Federal Law Enforcement agency “mutual accountability” meeting among appropriate executive and other staff by July 1, 2020.

2020 Achievements

SPD was hampered by pandemic issues in achieving this goal due to the inability to have partners meet in person. No progress was made on this goal.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

- ~ We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.

2020 Achievements

SPD was hampered by pandemic issues in achieving all the component of this goal. There were two Community Classrooms held in 2020; January – Human Trafficking and November – Fair & Impartial Policing. Due to the school system closing for in-person learning, no lunch buddy program was started, no National Night Out event was held across the nation, and only one summer camp was held with limited capacity was held during the summer.

- ~ Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.

2020 Achievements

Little progress was made in further developing our social media presence or enhancing the social media team.

3. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in CY2020:
Measure:

- ~ SPD will seek to organize a central information exchange system through the Crime Analytics Unit by April 1, 2020.

2020 Achievements

No progress was made toward achieving this goal in 2020.

- ~ The SPD will support enhanced training in crime scene processing of a selected detective by supporting training with the University of Tennessee in Knoxville during CY2020.

2020 Achievements

SPD was hampered by pandemic issues in achieving this goal. The course was not held in 2020.

- ~ SPD will develop an Investigative Standard Operating Procedures manual to include a means of using solvability factors for case assignment by July 1, 2020.

2020 Achievements

No progress was made toward achieving this goal in 2020.

- ~ SPD will seek to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2021 beginning July 1, 2020.

2020 Achievements

By using the funding from two sworn positions SPD effectively funded the evidentiary testing program.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

- ~ SPD will support training an identified detective as a NIBIN technician and develop a mutual aid agreement with Greensboro Police Department and Winston-Salem Police Department for timely entry of shell casing recoveries by July 1, 2020.

2020 Achievements

SPD was hampered by pandemic issues in achieving this goal. The course was not held in 2020.

4. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in CY2020:

Measure:

- ~ SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.

2020 Achievements

Due to significant budget cuts required in 2020, no effort was made toward achieving this goal.

- ~ SPD will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.

2020 Achievements

No progress was made toward achieving this goal in 2020.

- ~ SPD will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during CY2020 in the following topics:
 - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
 - Crisis Intervention
 - Special Population Awareness
 - Bias Free Policing
 - Enhancement of all issued weapons qualification and skills training
 - Subject Control & Arrest Techniques.

2020 Achievements

During 2020, quarterly training was provided officers to include:

Procedural Justice and Integrated Communication Assessment and Tactics (ICAT)
No Crisis Intervention Training was offered in 2020 due to the pandemic

5. Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce through the following efforts:

Measure:

- ~ The SPD will work to recruit and retain employees so that it never fall below 95% of the fiscally authorized sworn staffing in any month of CY2020.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

2020 Achievements

Due to a significant turnover rate and inability to process applications related to the pandemic, the SPD fell to less than 84% staffing. Those issues continued into 2021.

- ~ The SPD will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees.

2020 Achievements

During 2020, the SPD fell behind in the police officer market. These problems existed into 2021.

- ~ The Department will achieve a successful assessment and re-accreditation through CALEA in CY2020.

2020 Achievements

SPD was successfully reaccredited in 2020.

- ~ By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

2020 Achievements

No progress was made toward achieving this goal in 2020.

SALISBURY POLICE DEPARTMENT 2020 ANNUAL REPORT

Department Information and Contact

Chief Jerry Stokes
Chief of Police



jstok@salisburync.gov

Salisbury Police Department

130 E Liberty St. Salisbury, NC 28144

Tel 704-638-5333

<http://salisburync.gov/Government/Police>

